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Michigan Management and Executive Development Studies #4

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Introduction

Women in the workplace continue to receive recognition in scholarly journals and in the popular press, all to the good in profiling the significant role women play in managerial positions. The following statement summarizes the first report on women managers who recently attended management education programs at the Graduate School of Business, The University of Michigan. Profiles of 539 women managers are noted in the following discussion along with occasional comparisons with their 1,825 male counterparts.

This study supplements two other on-going research projects of executives and managers: *The Newly Promoted Executive: A Study in Corporate Leadership, 1970-85;* and *A Managerial Profile, 1984*, both published by the Division of Executive Education of the Graduate School of Business.

Readers will see that the discussion is divided into four topic areas: career patterns; education; personal; and career development. Our intent is to summarize data under those headings; other cross tabulations and ideas will occur to the reader, and as the size of the study group increases more analyses will be undertaken.

As with other managerial studies published by the Division of Research, a major goal is to trace career trends in persons who are moving on to executive positions. Suggestions and comments for improving questions to meet that goal are welcomed.

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Career Patterns

1. INDUSTRIES REPRESENTED The women in the study represented over 60 different nonmanufacturing and manufacturing groups. Most often mentioned industry classifications were banking, insurance, automotive, food, pharmaceuticals, printing, health products, health care, education, and government. When collapsing the various industry groups into major categories, the relative frequency of the female managers fall into the following classifications:

Business Groups	*Total**	*Female*
Durable Goods, Manufacturing	32.7	26.5
Nondurable Goods, Manufacturing	22.4	14.8
Finance, Insurance, Real Estate	11.1	18.6
Regulated Industries	11.4	10.2
Professional Services	4.6	6.7
Retail and Wholesale Trade	2.9	3.0
Other Industries	14.4	19.3
	100.0%	100.0%

*Rounding will sometime result in percentages greater or less than 100%.

Whereas males dominate in the area of durable goods and nondurable goods manufacturing, female managers, by contrast, are heavily represented in areas of finance, insurance, and real estate.

2. Company Size as Measured by Annual Gross Operating Revenue Almost 52 percent of the female managers were employed by companies having an annual gross operating revenue in excess of $500 million, with approximately 27 percent of them employed by firms with an operating revenue in excess of $2 billion a year. A similar pattern appeared among the male managers. However, a larger percentage of men (31.5 percent), worked for companies with an annual gross operating revenue in excess of $2 billion.

Gross Operating Revenue	*Female*	*Male*
Under $100 million	28.0	22.4
$100 million to less than $500 million	20.4	23.2
$500 million to less than $1 billion	13.1	10.8
$1 billion to less than $2 billion	11.2	12.1
$2 billion to less than $10 billion	14.8	17.2
Over $10 billion	12.7	14.3

3. Time Spent With Present Employer Female managers have spent a median 5.14 years with their present employer, ranging from 8.0 percent for less than one year to 0.7 percent in excess of 30 years. The mean number of years was 7.02. Males in the managerial group have worked for the same organization for a median of 9.4 years.

Years with Company	*Female*
Less than 1	8.0
1- 5	45.2
6-10	26.1
11-15	11.2
16-20	4.8
21-25	3.0
26-30	0.9
Over 30	0.7
	100.0%

4. Level Within the Managerial Hierarchy It is difficult to position an individual within her or his organizational hierarchy on the basis of job title alone. One way to overcome this problem is to measure the manager's span of control. Another way is to determine the manager's relative level within the organization's management hierarchy.

Span of Control Among the female managers, 50 percent reported that they had 2.1 people directly reporting to them. Almost one-third of them indicated no direct reports and 16 percent of the women reported that they had six or more direct reports.

The male managers had a wider span of control than the females, and 50 percent of the men indicated they had 4.4 people directly reporting to them. In comparison to the women managers, only 13 percent of the men had no direct reports, and approximately 30 percent of them had six or more employees reporting directly to them.

Relative Management Position As a generalization, both the female and the male managers could be classified as lower middle managers. Fifty percent of the female managers indicated there were fewer than three levels of management separating them from the CEO. There was slightly less than one level of management below their current management position.

The male managers were somewhat higher in the managerial hierarchy than their female counterparts. Similar to the females, over 50 percent of the males reported there were fewer than three management levels separating them from their CEOs. However, they were relatively higher in the managerial hierarchy than the women because there were slightly fewer than two levels of management below their current management positions.

5. Length of Time in Previous Position Few female managers move from one position to another in less than one year — none in our present study — or within two years. By the end of their third year 23.8 percent have moved, and by the end of the

fourth, 52.6 percent. In short, one out of two female managers is in another position at the end of four years. Most — also the mode — moved between three to four years.

Years in Previous Position	*Female*
Less than 1	—
1- 2	11.5
2- 3	12.3
3- 4	28.8
4- 5	17.8
5- 6	9.6
6-10	20.0
10-15	—
15 or more	—
	100.0%

6. How Many Companies Have You Worked For? Among the female managers, almost 50 percent had previously worked for 2 or fewer companies, other than their current employer, and 21 percent had worked for no other employer besides their present one.

The male managers exhibited a similar employment pattern. Approximately 52 percent of the managers had worked for one employer prior to their present one, and 23 percent had worked for no other employer besides their current one.

Given these data, one can conclude that neither group of managers has been prone to move from company to company in order to enhance their professional careers.

7. Years Spent Abroad Fewer women managers have worked abroad than their male counterparts. That is not surprising inasmuch as there are more male managers in the workforce. Those female managers who have spent time overseas were there for fewer years — a mean of 3.1 as compared with the males' 5.1.

Worked Abroad	*Total*	*Female*
Yes	12.1	5.9
No	87.9	94.1
	100.0%	100.0%

Number of Years of Foreign Service	*Total*	*Female*
Median	3.0	2.7
Mean	4.9	3.1

8. Major Area of Responsibility Personnel and industrial relations was the major area of responsibility most frequently cited by the women; and the second most frequently mentioned functional responsibility was marketing and sales. Many of these women managers began their careers in such functional areas as: production, finance/accounting, marketing, as well as personnel and industrial relations.

Personnel and industrial relations is the functional area in which most of the women managers have spent most of their careers. Finance/accounting and marketing/sales were distant second and third assignments. The last several jobs the managers held were in their current functional area where they have spent approximately 7.2 years.

Upward Progress These female managers believe that Marketing/Sales is the fastest route upward, closely followed by Personnel and Industrial Relations. The other functional areas are distant followers.

Where Would You Concentrate If Starting Over? Personnel and Industrial Relations would be the first choice of over 27 percent of the female managers if they had to start over again.

The pattern of functional representation for the male managers was different than that of their female counterparts. For example, most managers reported that they were working in the marketing and sales area. The production and operations functional area was

Major Areas of Responsibility	*Sex*	*1st Job*	*Current Job*	*Last Job*	*2nd-to-Last Job*	*3rd-to-Last Job*	*Most Time*	*Fastest Route Up*	*If Starting Over*
Production/ Operation	F	14.2	6.8	8.5	12.3	13.5	9.7	12.5	7.7
	M	28.3	18.5	22.7	24.5	25.0	24.2	20.8	19.3
Marketing/ Sales	F	13.4	12.8	11.9	11.1	13.1	11.8	25.2	17.2
	M	19.2	21.0	20.6	21.4	19.8	20.2	33.2	24.4
Finance/Accounting/ Taxes	F	17.0	10.7	16.6	15.3	15.0	13.7	9.0	12.8
	M	12.3	10.6	10.3	10.8	11.3	12.2	9.2	10.9
Personnel/Industrial Relations	F	17.0	39.7	24.7	18.9	21.5	27.5	21.2	27.4
	M	5.2	14.8	10.4	7.5	8.4	9.7	7.5	9.2
Research/ Development	F	5.6	3.1	3.8	14.2	2.6	3.2	2.5	3.7
	M	11.5	7.2	7.8	8.1	9.7	8.8	3.9	7.0
Law	F	1.8	.4	2.2	1.5	2.2	1.9	.5	4.2
	M	1.0	.4	.8	.9	.8	.9	.8	4.0
General Management/ Administration	F	9.8	10.9	11.7	11.4	10.6	9.7	11.5	7.4
	M	6.0	15.9	11.7	9.9	8.4	9.5	13.7	10.7
Computer/ Information Systems	F	6.2	7.2	7.9	9.3	7.7	7.9	12.5	14.9
	M	5.4	5.3	6.4	6.1	6.3	6.4	7.7	9.8
Other	F	15.2	8.4	12.6	15.9	13.9	14.6	5.0	4.7
	M	10.9	6.3	9.4	10.9	10.2	8.2	3.3	4.7

the second most popular. Over 24 percent of the male managers reported they had spent the most time in the Production and Operation area. Furthermore, 50 percent of the managers reported they had spent 10.8 years in their current functional area.

As their female counterparts reported, Marketing and Sales represented the fastest route upward, and the men would want to join the Marketing and Sales function if they were starting over.

9. Director of Current Company Few women managers (3.6 percent) and for that matter only a few more male managers (6.0 percent) are directors in their companies. Those figures are considerably higher when both groups reach top executive positions (CEO, president, vice president), where 34.2 percent are directors in their companies.

Numbers	*Number of Directors*	*Percent*	
		M	*F*
Outside	0	95.3	98.1
Corporate	1 or more	4.7	1.9
Of Current	0	94.0	96.4
Company	1 or more	6.0	3.6
Of Nonprofit	0	80.6	86.7
Organization	1 or more	19.4	13.3

10. Number of Outside Directorships Regardless of sex, members of this sample of managers were not chosen for outside corporate directorships. More explicitly, slightly over 98 percent of the female managers, and 95.4 percent of male managers indicated they were not directors of outside corporations.

These results aren't surprising because directorships typically are held by managers and executives occupying positions much higher in the management hierarchy. It is too early to expect managers at this lower middle management level to be considered as viable candidates for directorships.

11. Number of Nonprofit Organization Directorships More female managers hold the position of director in nonprofit organizations (13.3 percent) than within their own company (3.6 percent). An inference to be drawn is that management supports such community involvement in service organizations, perhaps considering such activity additional training for leadership.

12. Annual Base Salary Prior to Current Position

13. Annual Base Salary of Current Position A quick conclusion is that, for either female or male executives, it pays to change positions. Indeed, while the percentage change is not as large for the women, the average managerial salary increased in excess of 25 percent as a result of changing positions.

Base salaries for female executives after promotion — at least in this study — ranged up to $120,000, with the mode being $25,000.

Median Salary	*Total*	*Male*	*Female*
Prior to current position	$32,999	$35,000	$25,001
Current position	41,993	44,998	30,993
Dollar increase	8,994	9,998	5,992
Percentage increase	27.2%	28.5%	23.9%

Mean Salary	*Total*	*Male*	*Female*
Prior to current position	$34,374	$36,734	$25,858
Current position	43,963	47,304	32,733
Dollar increase	9,589	10,570	6,876
Percentage increase	27.8%	28.7%	26.5%

One possible reason for the discrepancy in salaries between women and men is that the women are, on average, 5 years younger than their male colleagues.

Our data were collected during the calendar year 1984, a relatively good economic year, which would account for percentage increases in excess of 25 percent, for both sexes.

14. Perquisites Available With the Job For these two groups of managers the most common perquisite was the availability of retirement annuities. An examination of the benefits available with the job is especially interesting. Several findings emerge. First the rank ordering of the perquisites was almost identical for both groups of managers.

Job Perquisites	*F*	*M*
Retirement Annuity	56.4	53.5
Stock purchase plans	37.5	47.7
Cash bonus	25.6	42.6
Deferred compensation plan	25.4	26.5
Stock options	19.1	22.3
Company-leased automobile	7.8	25.6
Club membership	18.0	15.6
Low-cost loans	21.2	12.7
Financial planning	8.9	8.5
Employment contracts	2.8	3.8
Other	13.5	11.6

15. At Your Level in the Organizaton is it Considered Important to:

— *Support Informal/Formal Communication?* This category received most emphasis from the female managers, who give about equal weight to the importance of formal (written reports, staff meetings) and informal (phone, impromptu meetings) communication. Each category merited only a few "Very Unimportant" votes.

— *Link Personnel/Human Resources Management to the Enterprise's General Strategic Management?* "Very Important" and "Important" together earned a response rate of 76.2, which will surely give heart to those personnel directors who feel their areas are not linked to their organization's overall planning. By contrast, only a few managers (7.8 percent) considered the issue to be of very little importance.

— *Develop an Effective Management Succession Program?* Nearly two-thirds (62.3 percent) feel their companies consider management succession programs to be valuable, again an encouraging sign to female managers on their way up.

— *Encourage a Mentoring Process?* Our data suggest that just under five out of ten female managers (48.7 percent) consider their companies to be strongly supportive of a mentoring process. On the opposite extreme, two out of ten (19.2 percent) feel their companies consider the issue of little importance.

— *Comment on Social Problems?* The mean score of 3.1 suggests that few organizations either encourage or discourage comments on social concerns.

— *Participate in External Political Activity?* Below the position of vice-president, this query ranks lowest, strongly suggesting that companies feel that their employees' political involvement is really not that important. Nearly half (48.9 percent) of the female managers, at least at their level in the organization, indicated that political activity was unimportant.

— *Work a Certain Number of Hours a Week?* As measured by the mean (47.1) and the median (46.9), female managers work fewer hours a week than their male managerial colleagues, whose data are: mean (48.9 hrs. wk.) and median (48.8 hrs. wk.).

In contrast to the two above managerial groups, a study of 5,253 top level male and female executives — CEOs, presidents, and vice-presidents — indicated that the female executives worked on an average 55.3 hours a week while their male executive colleagues worked just a bit less, 54.8 hours a week. One may conclude that the higher one rises in an organization the more time is devoted to the organization.

Company Activity (Females)	*Mean*	*Very Important* 1	2	—	4	*Very Unimportant* 5
Formal communication	1.5	57.8	32.6		1.7	1.3
Informal communication	1.5	55.8	35.5		1.0	1.2
Personnel/H.R. linked with strategic management	1.9	43.4	32.8		4.5	3.3
Succession program	2.3	25.3	37.0		9.1	6.7
Mentoring	2.6	12.5	36.2		9.5	9.7
Social problems	3.1	9.3	20.7		15.3	17.2
Political activity	3.6	3.2	14.3		11.0	37.9
Hours of work/week	47.1	12.5	36.2		9.5	9.7

Educational Levels

16. EDUCATION The managers included in this study are well educated. Among the female managers, 75.3 percent have received a college degree, and an additional 21.8 percent attended college but haven't received an undergraduate degree. Only 2.8 percent of the women managers have ended their formal education at the completion of high school.

In contrast 83.2 percent of the male managers have achieved an undergraduate degree, and an additional 14.1 percent of them attended college but have not obtained an undergraduate degree. In addition, 2.7 percent of the managers have not attended college.

Given these data, one can conclude that this sample of managers is well educated, a trend that is likely to continue in the future. Although there are differences between the male and female management groups with respect to their success in achieving an undergraduate degree and those who have some college work, the percentage is approximately the same regardless of sex. The percentage of managers who have not attended college is small and likely to decrease over time.

Educational Level	*F*	*M*
Less than high school		.1
High school graduate	2.8	2.7
Some college, no degree	21.8	14.1
Received undergraduate degree	75.3	83.2

By Major Field of Study At the undergraduate level, Business Administration is the most common major, and over one-third of the managers concentrated in that area. However, beyond that, the major areas of concentration differ significantly between the two groups of managers. For instance, among the women managers the next most popular undergraduate majors were Behavioral Science (11.8 percent), Science and Mathematics (11.5 percent), and Social Sciences (10.5 percent). In contrast, the male managers majored most frequently in the following areas: Engineering (26.3 percent), Science and Mathematics (13.3 percent), and Social Sciences (8.7 percent).

Almost 30 percent of the female managers have obtained an advanced degree, and 45.3 percent of that group had a graduate degree in Business Administration. Graduate degrees in the Behavioral Sciences and Social Sciences were a distant second and third. As a general comment it appears that the female managers tended to emphasize their graduate education in the same areas of study as they did their undergraduate work.

For the male managers, slightly over 30 percent had obtained an advanced degree, and approximately 50 percent had obtained a graduate degree in Business Administration. Engineering and Science and Mathematics were a distant second and third areas of graduate education. These managers' pattern of graduate education was also similar to their pattern of concentration at the undergraduate level.

Major Fields of Study	*Under-Graduate* F	*Under-Graduate* M	*Graduate Professional 1st Degree* F	*Graduate Professional 1st Degree* M	*Graduate Professional 2nd Degree* F	*Graduate Professional 2nd Degree* M
Business Administration	34.3	36.2	45.3	49.4	36.8	29.9
Engineering	2.6	26.3	.6	17.1	00.0	19.6
Science and Mathematics	11.5	13.3	7.5	13.9	5.3	25.9
Social Science	10.5	8.7	8.1	2.7	5.3	10.4
Behavioral Science	11.8	4.6	13.9	4.8	42.2	2.6
Humanities and Liberal Arts	8.9	3.3	2.6	1.1	0.0	0.0
Law and Prelaw	0.0	0.1	1.9	3.0	0.0	3.9
Education	6.3	3.2	5.7	0.0	5.3	0.0
Other	14.0	4.3	14.4	8.0	8.4	7.7

17. Recommendations for an Undergraduate Major and Graduate Work as the Best Preparation for a Management Career. It is not surprising that at the undergraduate level a degree in Business Administration is recommended foremost, 58.9 percent of the female managers according it that prominence. What is surprising is that the area of Humanities and Liberal Arts is positioned second (18.8 percent), in strong contrast with male managers who only give study in the Humanities a weak 6.8 percent, their second recommendation going to Engineering at 34.3 percent.

Top level female executives are even stronger in recommending the Humanities, 36.3 percent choosing that area of study as preparation for a career in management. Thus in both groups, females sense a need for and support more Humanities training while their male colleagues continue to recommend Engineering.

On the graduate level, Business Administration receives three-quarters of the support (74 percent), quite parallel with female executives (81.5 percent) who recommend Business Administration preparation when pursuing graduate/professional study. Science and Mathematics is a distant second, with no other areas being recommended for graduate work.

		Mean	*Very Important* 1	2	3	4	*Very Unimportant* 5
Business Communication	F	1.16	86.2	11.9	1.4	0.0	0.4
	M	1.27	77.9	18.7	2.7	0.6	0.2
Computer/Information	F	1.40	65.5	29.9	3.6	1.0	0.0
Systems	M	1.54	53.7	39.5	5.8	0.9	0.2
Business Policy/Planning	F	1.51	57.1	36.4	5.9	0.0	0.6
	M	1.68	45.2	42.9	10.3	1.3	0.2
Accounting	F	1.76	38.9	49.4	8.8	2.5	0.4
	M	1.78	39.3	46.0	12.3	2.2	0.3
Finance	F	1.71	42.4	45.1	11.2	0.0	1.2
	M	1.76	39.7	47.5	10.7	1.8	0.4
Personnel & Industrial	F	1.70	45.6	41.0	11.8	1.2	0.4
Relations	M	1.92	34.0	43.5	18.7	3.6	0.2

Marketing	F	1.83	34.5	50.2	13.4	1.7	0.2
	M	1.86	35.4	45.4	16.4	2.4	0.4
Business Economics & Public Policy	F	1.79	37.4	48.4	12.7	1.3	0.2
	M	1.95	30.0	49.3	17.2	3.3	0.2
Business Law	F	1.96	31.1	46.1	18.8	3.5	0.4
	M	2.06	24.5	50.0	20.6	4.6	0.3
Production/Operations	F	1.96	29.0	50.1	17.3	3.0	0.6
	M	2.08	24.9	47.6	22.7	4.4	0.4
Statistics	F	2.22	18.7	47.6	28.0	4.9	0.0
	M	2.28	17.3	46.1	28.6	7.1	0.5
Advertising/Sales Promotion	F	2.31	13.2	48.6	32.1	5.7	0.4
	M	2.35	13.7	46.5	31.6	7.7	0.5
International Business	F	2.53	9.5	39.5	41.4	8.2	1.5
	M	2.61	10.6	34.5	40.5	13.2	2.2

Undergraduate Study (Females)	*Percentage Recommending*	*Graduate Study*	*Percentage Recommending*
Business Administration	58.9	Business Administration	74.0
Engineering	9.5	Science and Mathematics	26.0
Humanities and Liberal Arts	18.8		100.0%
Social Sciences	4.0		
Science and Mathematics	6.2		
Behavioral Science	1.5		
Other	1.1		
	100.0%		

18. Assuming the Study of Business Administration Best Prepares a Young Person for a Career in General Management, How Important Are the Following Courses as Part of the Preparation? Both the female and male managers gave the highest overall ratings to Business Communication followed by Computers/Information Systems and Business Policy and Planning. Relatively high ratings were given to the functional areas of Accounting, Finance, Personnel/Industrial Relations, and Marketing. The lowest ratings were given to Statistics, Advertising/Sales Promotion, and International Business.

One of the most interesting trends is the overall agreement between the male and female managers, who essentially agree with respect to the importance of the several courses as part of the student preparation.

LOCATION

Undergraduate				*Graduate*			
Male	*%*	*Female*	*%*	*Male*	*%*	*Female*	*%*
Univ. of Michigan	3.6	Univ. of Michigan	4.3	Univ. of Michigan	7.3	Indiana Univ.	3.2
Michigan State Univ.	3.3	Michigan State Univ.	3.6	Cornell	2.1	Michigan State Univ.	3.2
Purdue	2.5	Univ. of Wisconsin	2.3	Michigan State Univ.	2.1	Loyola	2.5
Univ. of Wisconsin	2.0	Indiana Univ.	1.5	Wayne State Univ.	2.1	Univ. of Michigan	2.5
General Motors Inst.	1.9	Univ. of Minnesota	1.5	Ohio State Univ.	2.0	Univ. of Minnesota	2.5
Univ. of Illinois	1.6	Purdue	1.5	Univ. of Wisconsin	2.0	Northwestern	2.5
Western Mich. Univ.	1.6	Wayne State Univ.	1.5	Indiana Univ.	1.8	Univ. of Wisconsin	2.5
Wayne State Univ.	1.5	Northwestern	1.3	Univ. of Minnesota	1.6	Univ. of Illinois	1.9
Univ. of Detroit	1.4	Western Mich. Univ.	1.3	Xavier	1.6		20.8
Univ. of Minnesota	1.3	Boston Univ.	1.0	Univ. of Detroit	1.2		
	20.7	New York Univ.	1.0		23.8		
		Univ. of Colorado	1.0				
		Miami of Ohio	1.0				
		Wellesley	1.0				
			23.8				

By Degree-Awarding Schools Where did these managers obtain their college or university level education? They studied in over 160 colleges and universities throughout the United States, Canada, and the United Kingdom. However, over 97 percent of the managers attended U.S. colleges and universities. A large percentage of both the female and male managers attended colleges and universities located in the Midwest.

Personal

19. AGE AND RETIREMENT Women managers are, on average, five years younger than their male colleagues, age 34.1 to 39.4 respectively. That difference also extends to the higher executive ranks where 1980-83 data of female CEOs, presidents, and vice-presidents show them to be, on average, age 36 while male counterparts have an average age of 47.2, a difference of 11 years.

Age in Years	*Total*	*Female*
Mean	38.3	34.3
Median	37.3	32.8
Mode	40.0	29.0

Because of the relatively young age of the female managers, most (59.7 percent) have no idea when they wish to retire. Those who have made that tentative decision elect age 65, the mode, with the median being age 60.2. Most also think of retirement ages in five-year intervals clustering around ages 50 (8.0 percent); 55 (23.0 percent); 60 (13.8 percent); and 65 (29.3 percent).

Age at Retirement	*Total*	*Female*
Mean	59.8	59.7
Median	60.1	60.2
Mode	65.0	65.0

20. SEX Women comprised 23 percent of the sample.

21. STATE OR COUNTRY OF BIRTH In this study most of the women managers were born either in the Midwest (57.5 percent) or the East (22.3 percent), followed by the Southeast (6.19 percent), the West (5.2 percent), and the Southwest (3.5 percent). A small number were born in foreign countries, namely Canada (1.7 percent), Japan (0.6 percent), and eight other countries.

Most Commonly Mentioned States	*Percentage (Female)*
Michigan	17.7
Ohio	10.2
Illinois	9.5
New York	7.1
Indiana	5.8
Pennsylvania	5.2

22. ORDER OF BIRTH As a generalization, the order of birth is similar among both groups of managers. The only difference is that almost 11 percent of the male managers were an only child while slightly over 6 percent of the females had a similar status.

Order of Birth	*Male*	*Female*
Only Child	10.7	6.2
First Child	36.1	35.0
Middle Child	28.3	33.3
Last Child	24.9	25.6

23. Income Level of the Parental Home Nearly three-quarters of the female managers came from middle income level homes (72.7 percent), 8.3 percent from upper level, and 19.0 percent from lower income homes. Those data are quite comparable with those for female executives: 62.5 percent, 18.8 percent, and 18.8 percent. Both women managers and executives came from relatively modest beginnings.

24. Parents' Single Predominant Occupation Throughout the years, considerable attention has been focused on the origins of American managers and executives. However, because few women were found in the managerial ranks, much of the research has concentrated on males. That has changed, and we are now able to report on various dimensions of the home life of female as well as male managers and executives. As a generalization the vast majority of the managers' mothers were homemakers while a much smaller percentage were employed in office and clerical positions or worked as professionals. In this respect both sexes experienced similar career models from their mothers.

There are striking differences among the predominant occupations of the managers' fathers. For both sexes, over 15 percent of their fathers were employed as officials and managers. Among the women managers, an additional 20 percent of their fathers were professionals and an additional 3 percent were skilled craft workers. One can conclude that over 50 percent of the female managers' fathers were employed in white collar type positions. In contrast approximately 32 percent of the fathers worked in blue collar type jobs during the female managers' childhood.

Although about 50 percent of the male managers' fathers were employed in white collar jobs, the distribution among the other types of jobs differed from that of the female manager group. The fathers of the women managers were employed in higher status jobs.

Predominant Occupation	*Total Mother* F	*Total Mother* M	*Total Father* F	*Total Father* M
Homemaker	68.4	76.7	0.0	.2
Office Clerical	1.1	1.3	22.9	21.5
Professional	7.8	4.8	20.8	13.6
Laborer	.6	.9	4.0	4.4
Service Worker	1.5	1.2	9.4	9.8
Sales	11.4	7.2	2.1	4.3
Office and Managers	1.9	.7	14.3	15.3
Skilled Crafts	1.5	.9	3.3	5.5
Operative	2.9	3.0	12.6	14.0
Technician	1.9	2.9	3.1	5.4
Farmer	.6	.3	6.1	5.1
Other	.4	.1	.8	.7

25. RELIGION Following the national pattern, most are Protestant (49.2 percent) followed by Catholic (35.2 percent); none (7.7 percent); Jewish (4.7 percent); and other (3.2 percent).

26. RACE Over 90 percent of the managers were white and the remainder were black, Hispanic, and Asian. Among the minority groups, 4.3 percent were black males and 6.0 percent were black females. One can conclude that minority group members have just begun to enter the middle management ranks, and black Americans have been most successful — at least with respect to this sample.

27. MARITAL STATUS The table below also includes data on male managers, to suggest that 25.7 percent of the female managers, average age 34.3, are unmarried, as compared with 4.8 percent of the males, average age of 39.4. The 1980-83 data on female executives offers an even higher percentage of those who are unmarried, 36.8 percent. More female managers are currently divorced (15.1 percent) than males (3.7).

Marital Status	*Total*	*Male*	*Female*
Never married	9.5	4.8	25.7
1st marriage	70.8	78.3	45.3
Live with someone but not married	0.9	0.6	1.9
Separated	1.3	1.3	1.5
2nd marriage	9.8	10.3	8.6
Divorced	6.4	3.7	15.1
3rd marriage	0.9	0.8	1.1
Widowed	0.4	0.2	0.9
	100.0%	100.0%	100.0%

28. Employment Station of Spouse As one would expect, there are significant differences between the spouses' employment status of the female and male managers. Among the female managers, 95 percent of their husbands were employed, and only a sprinkling of their husbands were employed part-time or were not employed. The male managers reported that approximately 31 percent of their wives were employed full-time.

It will be interesting to observe the employment status trends through the years. As the role of women is redefined, one will expect to note greater and greater full-time participation of women in the workforce.

29. Classification of Spouse's Occupation Female managers' spouses are primarily professional and managerial — 39.9 percent and 23.1 percent respectively. Technical occupations, sales, sole proprietors, other classifications, and office/clerical positions follow in frequency.

Occupation of Spouse of Female Manager	*Total*
Professional	39.9
Managerial	23.1
Technical	15.0
Sales	10.1
Sole proprietor	6.3
Other	4.9
Office/clerical	0.7
	100.0%

30. Importance of Spouses' Contribution Regardless of the managers' sex, his or her spouse has contributed by providing emotional support and maintaining a well-run home. Although male and female managers see the contributions of their spouses in approximately the same relative order, there are differences in their perceived level of importance. For example, female managers considered their husband's emotional support to be extremely important (1.45) while the male managers viewed their spouse's emotional support to be very important (1.66). Male managers considered their wives' responsibility for running a well-run home to be very important (1.68), while female managers reported their husbands' contribution to the task of maintaining a satisfying well-run home was somewhat important (2.365). Examination of the remainder of the data included in the table would indicate that managers, on the basis of their sex, attach different degrees of importance to the various potential contributions their spouses make to the managers' business success.

	Mean		Extremely Important		Very Important		Somewhat Important		Little Importance		No Importance	
	F	*M*	*F*	*M*	*F*	*M*	*F*	*M*	*F*	*M*	*F*	*M*
Offering Emotional Support	1.45	1.68	70.2	51.4	19.5	54.8	5.8	9.6	3.8	2.6	.7	1.6
Maintaining Satisfying and Well-Run Home	2.36	1.66	36.8	54.2	24.4	31.5	16.5	9.8	10.7	3.6	11.7	1.0
Participating in Official Company-Related Matters	3.57	3.40	4.1	4.6	12.0	17.6	30.8	30.5	28.8	28.0	24.3	19.3
Providing Advice on Business-Related Matters	2.62	3.60	17.2	3.2	29.8	15.7	34.7	26.8	10.2	26.6	8.1	27.7
Acting as Host or Hostess	4.09	3.54	2.1	3.8	8.9	16.1	17.4	27.9	21.3	26.8	50.4	25.3
Providing Additional Income	2.93	3.65	16.2	6.9	25.9	14.2	24.8	21.0	14.8	23.2	18.3	37.8
Engaging in Community-Related Activities	4.25	3.88	1.7	1.8	4.2	9.7	17.1	21.8	21.6	30.0	55.4	35.7
Providing Clerical or Miscellaneous Assistance to Your Job	4.61	4.31	.7	1.4	.7	4.1	8.2	12.1	17.9	27.1	72.5	55.0

31. Serious Problems in Economy Today and in Three Years Female managers suggest unemployment is the major economic problem today (48.0 percent). That conclusion is at odds with their male colleagues who feel an unbalanced budget (51.8 percent) is the major concern. Other differences are readily apparent in the following table.

Serious Problems in Economy Today	*Percentage of Female Managers Listing Issues as 1 of 3 Major Concerns*	*Percentage of Male Managers Listing Issues as 1 of 3 Major Concerns*
Unemployment	48.0	29.0
Low Productivity	41.2	46.9
Unbalanced Budget	41.2	51.8
High Interest Rates	39.2	40.6
Inflation	34.0	20.0
Global Competition	26.2	29.0
Government Intervention	22.0	27.2
Employee Unrest	17.2	12.6
Consumer Confidence	15.4	13.5
Other	6.0	4.6

In three years, female managers suggest, an unbalanced budget will be of primary urgency (46.6 percent), followed by inflation concerns (42.7 percent), and global competition (40.9 percent). Male managers agree with this ordering.

Serious Problems in Economy 3 Years From Now	*Percentage of Female Managers Listing Issues as 1 of 3 Major Concerns*	*Percentage of Male Managers Listing Issues as 1 of 3 Major Concerns*
Unbalanced Budget	46.6	51.1
Inflation	42.7	41.4
Global Competition	40.9	38.8
Unemployment	34.3	12.1
High Interest Rates	33.2	36.0
Low Productivity	28.4	34.0
Government Intervention	27.3	32.7
Employee Unrest	18.2	17.5
Consumer Confidence	13.2	12.1
Other	6.1	4.6

Career Development

32. WHO AUTHORIZED YOUR ATTENDANCE AT THIS PROGRAM? The overwhelming majority of managers, regardless of gender, indicated they did not authorize their own attendance. Only 9.7 percent of the female managers authorized their own attendance at the program while 75.9 percent indicated that their immediate supervisor gave authorization. An additional 10.2 percent of the female managers reported that authorization was given by one of three departments: Human Resources, Personnel or Training, while 4.2 percent selected the category marked "other."

In contrast, 16.7 percent of the male managers authorized their own attendance and 68.4 percent received authorization to attend from their immediate supervisor. An additional 10.6 percent received authorization from one of the three centralized departments, while 6.3 percent indicated "other."

As might be expected, the higher the manager's base salary, the more likely is he or she to have authorized his/her own attendance at management education seminars and workshops. In our 1984 study, only 16.3 percent of all the managers, regardless of sex or

base salary, authorized their own attendance at our programs. When we added a controlling factor for only those managers whose base salary was over $60,000 per year, the percentage of managers authorizing their own attendance rose to 38.0 percent, more than doubling that of the norm. Given these data, one can conclude that base salary may be one possible explanation for the difference in percentages of males and female managers who authorize their own attendance at management seminars.

Who authorized your attendance at this program?

	Female Managers	*Male Managers*
I did	9.7	16.7
My immediate supervisor	75.9	66.3
Human Resources/Personnel/ Training Dept.	10.2	10.6
Other	4.2	6.3

33. Were You Given the Opportunity to Choose Between Two or More Programs Offered by Different Institutions? On the whole, the majority of managers participating in management seminars and workshops are not given the opportunity to select among various programs offered by different organizations. One can conclude that supervisors and administrators choose to control the career development experiences of their subordinates to meet current and future needs of the company and/or departments.

Almost 32 percent of the female managers were given the opportunity to choose among two or more management programs, while slightly over 35 percent of their male counterparts had a similar opportunity. Of the female managers who were given their choice of programs, the most frequently cited institutions that they could attend were the American Management Association, the University of Wisconsin, the University of Pennsylvania (Wharton), Michigan State University, and the American Society of Personnel Administrators.

Were you given the opportunity to choose among two or more programs offered by different institutions?

	Female Managers	*Male Managers*
Yes	31.9	35.9
No	68.1	64.1

34. Who Initiated the Decision for Your Attendance at this Program? Slightly less than 26 percent of the female managers initiated the request to attend the management development program, while a little over 20 percent reported that their supervisor suggested their attendance. Slightly over three percent of the female managers indicated that their attendance was initiated by either of the Training, Personnel, or Human Resources departments. The remainder reported that the initiation of their attendance jointly involved two or more of the above-mentioned individuals or departments.

Who initiated the decision for your attendance at this program?

	Female Managers	*Male Managers*
I did	25.8	23.7
My immediate supervisor	20.2	16.5
Human Resources/Personnel/ Training	3.3	7.0
Combination of the above	47.5	52.8

35. How Long in Advance Do You Elect to Attend a Management Development Program? Although the summaries of data for the previous three questions raised serious doubts whether the majority of managers, regardless of gender, may or may not be involved in the decision to attend a seminar or workshop, it is obvious that timing factors enter into the decision process. In general, female managers need less advance notice

than did their male counterparts. Of the female managers, 58.1 percent indicated they elect to attend a management program within three months or less from the starting date of the program, compared to 52.3 percent of the male managers.

Slightly under 28.5 percent of the female managers need three to six-months' advance notice for attendance, while the remaining 13.4 percent need more than six months to elect to attend a management education program.

How long in advance do you elect to attend a management education program?

	Female Managers	*Male Managers*
3 months or less	58.1	52.3
3 to six months	28.5	33.9
Over six months	13.4	13.8

36. How Did You First Learn About This Program?

Male and female managers each learned about various management education programs in a similar way. Close to 50 percent of both male and female managers indicated that information about career development progams filters through the organization from multiple sources.

Of the female managers, 13.5 percent first learned about a specific management seminar from a course catalog produced by the sponsoring institution; and 9.1 percent indicated that they first learned about the program from a direct mail brochure. Word-of-mouth within the organization also had a substantial impact on how female managers first learned about seminars and workshops, reaching slightly over 24 percent. Of this 24 percent, the individuals most likely to transfer this information were immediate supervisors, fellow workers, and representatives from the Human Resources or Training departments, respectively. Less than one percent first learned about the program through space

advertising. In addition to the nearly 50 percent that indicated a combination of two or more of the above, three percent indicated a category marked "other."

37. To What Trade Journals Do You Subscribe? A little more than 56 percent of the female managers reported subscribing to trade journals and slightly more than one-third revealed that they subscribe to two or more trade journals. There were 186 different trade journals cited in the study. The most frequently cited journals were: *Personnel Administrator; Training Magazine; ABA Bank Journal; Personnel Journal;* and the *Journal of Accountancy.*

To what trade journals do you subscribe?

Female Managers	*Frequency*	*Adjusted Frequency**
Personnel Administrator	7.8	13.8
Training Magazine	4.5	7.9
ABA Bank Journal	4.3	7.6
Personnel Journal	3.9	6.9
Journal of Accountancy	3.9	6.9

*Adjusted for only those female managers who subscribe to trade journals

38. What Additional Business Publication Do You Regularly Read? A little more than 62 percent of all the female managers reported that they regularly read a business publication, with 20 percent responding that they regularly read two or more publications. In contrast, somewhat more male managers tend to read business publications. Slightly more than 65 percent of the male managers reported reading business publications regularly, with slightly under 40 percent indicating that they regularly read two or more business publications.

39. To What Professional Associations Do You Belong? Slightly more than 55 percent of the female managers reported membership in a professional association. More than 110 different associations were cited, with slightly more than 25 percent of the female managers reporting membership in two or more professional associations. The percentage of male managers reporting membership in trade or professional associations (53.7 percent) was slightly below that of female managers.

APPENDIX

RESEARCH PROGRAM ON EXECUTIVES

A Study in Corporate Leadership

These data will be kept anonymous --

Career Pattern

1. Industry in which your company primarily operates (check one):

	Non-manufacturing		Manufacturing
1-9-10	01( ) advertising, public relations	19( ) aerospace	
	02( ) agriculture, forestry, fisheries	20( ) apparel	
	03( ) banking	21( ) automotive	
	04( ) communications	22( ) building products	
	05( ) construction	23( ) chemicals	
	06( ) computer or info. systems	24( ) computer or office technology	
	07( ) entertainment, leisure	25( ) electrical machinery	
	08( ) finance/credit	26( ) electronics and electrical prods.	
	09( ) insurance	27( ) fabricated metals	
	10( ) investment bkg & securities	28( ) food	
	11( ) mining	29( ) non-electrical machinery	
	12( ) professional services	30( ) packaging	
	13( ) public utilities	31( ) paper	
	14( ) real estate, land development	32( ) petroleum	
	15( ) retail trade	33( ) pharmaceuticals	
	16( ) transportation, all kinds	34( ) plastic & rubber	
	17( ) wholesale trade	35( ) primary metals	
	18( ) other _____ (write in)	36( ) printing, publishing	
1-11-12		37( ) textiles	
1-13-14		38( ) transportation equipment	
		39( ) other _____ (write in)	

2. Approximate annual gross operating revenue:

1-15	1( ) under $10 Mil.	4( ) $100 to 249 Mil.	7( ) $1 to 2 Bil.
	2( ) $10 to 49 "	5( ) $250 to 499 "	8( ) $2 to 10 "
	3( ) $50 to 99 "	6( ) $500 to 999 "	9( ) Over $10 "

3. How long have you been with your present employer?

1-16	1( ) Less than 1 year	4( ) 6-10 years	7( ) 21-25 years
	2( ) 1-2 years	5( ) 11-15 years	8( ) 26-30 years
	3( ) 3-5 years	6( ) 16-20 years	9( ) Over 30 years

4. In your current position

1-17-18 --How many people directly report to you? _____
(e.g. No. of performance appraisals you complete)

1-19-21 --How many people indirectly report to you? _____
(e.g. Total No. of people responsible to you)

1-22-23 --How many managerial levels lie between you and the CEO? _____

1-24-25 --How many managerial levels lie below you? _____

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5. How long were you in your previous position?

1.26
1( ) Less than 1 year
2( ) 1 year
3( ) 2 years
4( ) 3 years
5( ) 4 years
6( ) 5 years
7( ) 6-9 years
8( ) 10-15 years
9( ) Over 15 years

1.27-28 6. How many other companies did you work for prior to your present company? _____

1.29-31 7. Have you worked outside of the USA? 1( ) Yes 2( ) No
If so, for how many years? _____

8. In which major area of responsibility

(check appropriate box)

	Production/Operations	Marketing/Sales	Finance/Accounting	Personnel/Indust. Relations	Research & Development	Law	General Mgt./Admin.	Computer/Info. Systems	Other -- please specify
	1	2	3	4	5	6	7	8	9
1.32 --was your first permanent job in business?									
1.33 --is your current job?									
1.34 --was your last job?									
1.35 --was your second to last job?									
1.36 --was your third to last job?									
1.37 --have you spent the most time?									
1.38-39 Years spent (_____)									
1.40 --is upward progress fastest?									
1.41 --would you concentrate if starting over?									

1.42 9. Are you now a director of your company? 1( ) Yes 2( ) No

1.43-44 10. Please indicate the number of outside corporate directorships you currently hold _____

1.45-46 11. Please indicate the number of non-profit organization directorships you currently hold _____

1.47-53 12. What was your annual base salary prior to your current position? $_____

1.54-60 13. What is your current annual base salary? $_____

14. Please indicate which of the following perquisites are available with your job:

1.61-71
1( ) cash bonus
1( ) stock options
1( ) stock purchase plan
1( ) deferred compensation plan
1( ) low cost loans
1( ) financial planning
1( ) retirement annuity
1( ) employment contract
1( ) company leased automobile
1( ) club memberships
1( ) other (please specify)

1.72-73 _____

_____

15. At your level in the organization, is it considered important that you:

		Very Important	Somewhat Important	Neutral	Somewhat Unimportant	Very Unimportant
		1	2	3	4	5
2.9	Participate in external political activity?	___	___	___	___	___
2.10	Encourage a mentoring process?	___	___	___	___	___
2.11-13	Work (check one) __40 __50 __60 __over 70 hrs/wk	___	___	___	___	___
2.14	Attend external management education programs?	___	___	___	___	___
2.15-16	Topics: _____					
2.17-18	_____					
2.19	Support formal communication (e.g., written reports; staff meetings)	___	___	___	___	___
2.20	Encourage informal communication (e.g., phone; impromptu meetings)	___	___	___	___	___
2.21	Comment on social problems (e.g., environment)	___	___	___	___	___
2.22	Develop an effective management succession program	___	___	___	___	___
2.23	Link personnel/human resources management to the enterprise's general strategic management	___	___	___	___	___
2.24-25	Others: _____					
2.26-27	_____					

Education

16. Education:

2.28 1( ) Less than a high school graduate 3( ) Some college no degree
2( ) High school graduate 4( ) Received undergraduate degree

2.29-36 _____ (degree and major) at _____ (college)

2.37 5( ) Received advanced degree(s) in:

2.38-45 _____ (degree and major) at _____ (college)

2.46-53 _____ (degree and major) at _____ (college)

17. For the student who plans to follow an undergraduate degree with graduate/professional study, what would you recommend for an undergraduate major and for graduate work as the best preparation for a management career?

	Undergraduate Major	Graduate/Professional Study
2.54-55		
2.56-57		

18. Assuming the study of business administration best prepares a young person for a career in general management, how important are the following courses as a part of that preparation:

		Very Important 1	Somewhat Important 2	Neutral 3	Somewhat Unimportant 4	Very Unimportant 5
2.58	Accounting	___	___	___	___	___
2.59	Advertising/Sales Promotion	___	___	___	___	___
2.60	Computer/Information Systems	___	___	___	___	___
2.61	Business Economics & Public Policy	___	___	___	___	___
2.62	Business Law/Legal Environment	___	___	___	___	___
2.63	Business Communication: Oral & Written	___	___	___	___	___
2.64	Business Policy/Planning	___	___	___	___	___
2.65	Finance	___	___	___	___	___
2.66	International Business	___	___	___	___	___
2.67	Marketing	___	___	___	___	___
2.68	Personnel/Industrial Relations	___	___	___	___	___
2.69	Production/Operations	___	___	___	___	___
2.70	Statistics	___	___	___	___	___
2.71-73	Others: _____	___	___	___	___	___
2.74-76	_____	___	___	___	___	___

Personal

3.9-12 19. Your age: ____ At what age do you plan to retire? ____
3.13 Don't know? ____ 1

3.14 20. Sex: 1( ) Male 2( ) Female

3.15-17 21. In which State were your born? _____ Country? _____

3.18 22. Were you an 1( ) only child 2( ) first child 3( ) middle child 4( ) last child

3.19 23. Indicate the income level of the home from which you came.
1( ) Upper Income 2( ) Middle Income 3( ) Lower Income

24. What was your parents' single predominant occupation during your childhood?

(Check only one occupation for each parent)

	Mother 1	Father 2
Homemaker		
Officials and managers		
Professional		
Technician		
Sales		
Office and clerical		
Skilled crafts		
Operative		
Laborer		
Service worker		
Farmer		
Other (specify)		

_____

25. Your religion

( ) Catholic ( ) Jewish ( ) Other: _____
( ) Protestant ( ) None

26. Racial/ethnic background

( ) White ( ) Hispanic ( ) Other: _____
( ) Black ( ) Oriental

27. Current marital status

( ) Never married ( ) Separated ( ) Divorced ( ) Widow(er
( ) 1st marriage ( ) 2nd marriage ( ) 3rd or more marriage
( ) Living with someone but not married

28. If you are currently married is your spouse employed:

( ) Full time
( ) Part time
( ) Not employed

29. If your spouse is currently employed, how would you classify her/his occupation?

( ) Professional ( ) Office/clerical
( ) Technical ( ) Sales
( ) Managerial ( ) Other (specify)
( ) Sole proprietor

_____

30. If you are currently married, please indicate how important each of the following contributions of your spouse has been to your success in business

		Extremely Important	Very Important	Somewhat Important	Little Importance	No Importance
		1	2	3	4	5
3.36	Providing additional financial income					
3.37	Participating in official company related activities					
3.38	Providing clerical or miscellaneous assistance to your job					
3.39	Engaging in community related activities					
3.40	Acting as a host/hostess					
3.41	Providing advice on business related matters					
3.42	Offering emotional support					
3.43	Maintaining a satisfying and well run home					

31. Please check the three most serious problems you feel present in our economy today and your estimate as to problems 3 years from now

		Today	3 years from now
3.44-49	01	Employee unrest	01
3.50-55	02	Inflation	02
	03	Unbalanced budget	03
	04	Low productivity	04
	05	High interest rates	05
	06	Government intervention	06
	07	Global competition	07
	08	Consumer confidence	08
	09	Unemployment	09
3.56-58	10	Other: _____	10
3.59-61			
3.62-64			

Career Development

32. Who authorized you to attend this program? (Check one)

3.65
1 [ ] I did
[ ] My immediate supervisor; his/her title is _____ department
3.66-68
2 [ ] The Human Resources Department
3 [ ] The Personnel Department
4 [ ] The Training Department
3.69-71
5 [ ] Other _____

33. How long in advance do you elect to attend a management development program?

[ ] 1 to 3 weeks
[ ] 3 to 8 weeks
[ ] 2 to 3 months
[ ] 3 to 6 months
[ ] 6 to 9 months
[ ] 9 to 12 months
[ ] over 12 months

34. Does any department in your organization act as a clearing house for information pertaining to executive development programs?

[ ] Yes If yes, which department(s) (1) _____
[ ] No (2) _____

35. To which trade journals do you subscribe?

(1) _____
(2) _____

36. What additional business publications do you regularly read?

(1) _____
(2) _____

37. To what professional associations do you belong?

(1) _____
(2) _____

38. Were you given the opportunity to choose between two or more similar management programs offered by different institutions?

[ ] Yes If yes, which institutions? (1) _____
[ ] No (2) _____

39. Who initiated the decision for your attendance at this program?

[ ] I requested to attend.
[ ] My superior suggested I attend this program.
[ ] The training department.
[ ] The personnel department.
[ ] The human resource department.
[ ] Other _____.

40. How did you first learn about this program?

[ ] A catalog listing all of the U of M management programs.
[ ] A brochure on one or two programs.
[ ] Superior informed me.
[ ] Advertisement.
[ ] HR/personnel department
[ ] Training department
[ ] A fellow worker informed me.
[ ] Other _____.

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